

Emergency Services Advisory Council

November 19, 2025 Meeting Minutes

Members Present: Rick Baker, Michael Robinson, Michael Guerin, JJ Lynott, Tim Legore, Michael Karolenko, Joe Brown, Blane Wright, Dr. Stephanie Kemp, Jim Mora, David Coe (virtual, joined at 19:45), Scott Dickson (virtual)

Members Absent: Robert Ruch, Jeff Fleming, Brett Six

Public: Susan Mott- 2nd VP, CCVESA, Marianne Warehime, Sallie B. Taylor- Candidate for Delegate

Chairman Baker opened the meeting at 19:00 with the Pledge of Allegiance.

Michael Karolenko made a motion to approve the October meeting minutes. Jim Mora seconded. The motion was unanimously passed.

Board Member Comments:

Michael Karolenko- The Commendations Board has started back up and has had several meetings. Please submit nominations to dfemsnominations@carrollcountymd.gov.

JJ Lynott reported a successful battalion drill consisting of 5 evolutions with approximately 65 people in attendance.

Public Comment: None

Director/Chief's Report: (Report attached)

Commissioner's Report:

-Commissioner Guerin discussed the concerns about overtime cost. He recognizes the need for additional positions.

CCVESA President's Report: Not present.

Medical Director's Report:

- The QA policy is being rewritten to account for newly promoted lieutenants and to define which shifts perform QA to prevent bias.
- The state is offering grants supporting whole blood programs and Mobile Integrated Health (MIH). MIH includes community paramedicine and alternative destinations beyond the emergency department, targeting low-acuity, high-frequency callers. Hospital and Health Department buy-in will be required.
- The IV Tech policy has been rewritten by Tyler Jaworski.
- A cadaver lab is scheduled for Monday. The four Battalion Chiefs will attend as part of the RSI program.

-New Equipment:

- IV pumps are in place and programming is underway. Two new medications have been added to pump capabilities.
- Ventilators have been ordered.
- An airway policy incorporating video laryngoscopy is being drafted.
- Partnering with Hopkins Lifeline.

-RSI Program: Rapid Sequence Intubation allows providers to quickly secure a patient's airway by paralyzing them and breathing for them. This capability has not previously existed in Carroll County. Battalion Chiefs will be trained and will be the only providers (besides Dr. Kemp) authorized to carry RSI medications. Currently, RSI is only available through Dr. Kemp, helicopter medics, or neighboring jurisdictions. RSI is the one of most commonly requested skills/procedures in the field.

- ALS skills sessions are being scheduled. All paramedics are required to attend one session.
- The whole blood program continues to show positive outcomes. Nine units have been administered; six patients survived to hospital discharge. The three that did not were in trauma arrest.
- Call acuity is very high, and resources are stretched thin. Coordination with the hospital regarding offload times is ongoing.

Committee Reports:

FROPS - Tim Legore reported on topics discussed at the last FROPS meeting:

- Expectations for new lieutenants
- After-action review on most working incidents
- Formation of a workgroup for non-emergency responses
- Updating radios (a group has been assigned)
- Officer standards
- ESO updates

-FROPS Chiefs voted unanimously to proceed with the medic crew utilization pilot program (6 month pilot).

EMSOPS – Not present.

Old Business:

- Extreme Weather Policy
 - Michael Karolenko made a motion to approve the Extreme Weather Policy. Jim Mora seconded. The motion was unanimously passed.
- EMS Policies
 - Michael Karolenko made a motion to approve the seven EMS policies. Jim Mora seconded. The motion was unanimously passed.
 - The policies approved include:
 - Whole Blood Program
 - Bariatric Response
 - MCI Policy
 - Explosive Bombing Incidents
 - Patient Restraint
 - Firearm Policy
 - POCUS Policy
- Preparation for Board of County Commissioners (BOC) Meeting
 - Chairman Baker shared the PowerPoint he plans to present to the Commissioners.
 - Apparatus Replacement Concerns – The county needs to purchase five ambulances per year for two years. Proposal to purchase five demo ambulances in CY26 and CY27.
 - Reminder to emphasize that ISO ratings impact insurance rates.
 - Commissioner Guerin inquired about demo mileage; demos have single-digit mileage.
 - Fire/EMS efficiency studies were discussed, with estimated cost of \$40–60k.
 - Several members suggested providing a list of priorities or short-term suggestions. The information could be overwhelming for the Commissioners.
 - The consensus was to keep the information straightforward and focused on operational needs, firefighter safety and survival.

- **Action Item:**
Chairman Baker will provide the packet to the BOC by December 1 for review prior to the December 4 meeting.

New Business

- By-Law Template
 - The County is updating their Boards & Commissions By-Law template.
 - Chief Robinson stated that he was given this template at an Administrative meeting and mandated to have it completed by January 1st.
 - Commission Guerin said it may not be priority – more to follow.
- Background Checks
 - Members are required to self-report if changes occur.
 - We do not have a system that does ongoing monitoring for volunteers.
 - Tim Legore provided a suggestion to compare background check list to Carroll Occupational Health physical list.
 - Jim Mora and JJ Lynott raised concerns about long wait times with NCSI, the vendor for volunteer background checks.
- Pleasant Valley Letter
 - Pleasant Valley Community Fire Company made a request to utilize newer Ambulance 69 staffed by volunteers and renumber the old Ambulance 69 to Ambulance 68 effective January 1.
 - Chairman Baker suggested tabling this issue until January. Jim Mora (Pleasant Valley Community Fire Company President) agreed.
- December ESAC Meeting
 - Michael Karolenko made a motion to cancel the December ESAC meeting. Joe Brown seconded. The motion was unanimously passed.

Mike Karolenko made a motion to adjourn. JJ Lynott seconded. The meeting was adjourned at 21:04.



November 19, 2025
Chief Michael Robinson
Monthly Report to ESAC

Attached herein is my report for November 2025. I will be in attendance at this evening's meeting to answer any questions or concerns.

STAFFING: We were nearing our authorized strength of 224 field personnel and recently have lost 10 personnel as the result of resignations and terminations. This takes us down to 214 personnel. In addition we have 10 personnel on extended absence due to FMLA, and injuries both on and off duty. So, this creates 20 openings or vacancies which we must backfill daily through the use of overtime and in many cases with holdovers. This is causing an increase in our overtime. We are however working to fill our vacancies as soon as feasible. We anticipate 3 FF/PMs to begin on 12/4 and possibly an additional FF/EMT. We are currently in the testing process for an additional 6-8 personnel, but this will take us into January.

ALS Units: Mt Airy (2nd unit) and Union Bridge are in service as ALS units. They are currently ALS staffed as staffing permits. The department will reach full staffing and therefore will adjust the existing down staffing policy to reduce holdovers. The order for down staffing units to BLS will be 1st 1 unit from Mt Airy, 2nd Union Bridge, 3rd Gamber. This policy has been updated and sent out. This may increase given our current staffing scenario along with high vacation time and use/lose personal leave hours until the new year begins. Responses will be adjusted using the EMS Supervisors to upgrade BLS units as necessary.

Lieutenant promotions: Effective on Thursday, October 9 @ 0700 with C shift our three ALS chase cars will be reassigned as EMS supervisor units each staffed with a lieutenant. We held an orientation today with the 12 new officers and they will be continuing with some additional training sessions that will focus on their roles. First and foremost, they will provide EMS supervision and quality assurance. Their secondary roles will be station management, and we are realigning the station accountability as we will have 6 lieutenants (3 EMS cars and 3 station lieutenants.) Typically, the new lieutenants will manage the career personnel at their station assignments: 4,5,14 as well as in some cases a second adjacent station and on the Rt. 30 corridor, EMS 101 will manage stations 2,4, and 7. On incident scenes where they are first arriving they may assume incident command but will transition upon the arrival of a chief officer (volunteer or career.) They may also serve as the primary safety officer at working incidents where they are not assigned to an EMS function. Over the last several weeks some of these personnel have been the initial incident commanders on working fire incidents. They have done an excellent job of size-up and establishing initial incident command. Over the next several months we will be

holding multiple training sessions to clearly define their roles. The station administrative responsibilities have been reassigned to balance the lieutenants along with the station lieutenants. A station assignment map is attached for your review.

EMS Fleet:

The county currently owns eight (8) medic units with a 6th (Road Rescue) slated for delivery in November. Our goal is to have 16 first line and 6 reserve units. We went out for bids for 3 additional medic units and Road Rescue has been awarded the order which will be for Ford F-550 gasoline chassis with Road Rescue door forward ambulance bodies. We are looking at a 24–28-month delivery time. Given the state of our remaining VFC owned units we believe we will soon be in a “crisis” with some of your units having more than 200,000 miles and an overaged reserve fleet of only 3 units. On October 20, I traveled along with our spec committee to Road Rescue in Florida for the final inspection of the new M-128 which is currently at Atlantic in AACO and will be delivered hopefully this week. Once the electronics are installed it will go in service. The replacement M-139 demo is having its graphics applied at FESCO and that unit is a Ford 550/Horton which was a demo unit but close to our design. That should be delivered in about three weeks and will also need the electronics swapped with the old 139 we accept the unit, it should be in service by early November.

We are working with fleet and on our end Chief Brothers will be coming to each station to determine the short- and long-term status of our remaining ambulances. The situation is not good, and we will be developing a plan to address. In the interim we will work closely with you and your vendors and our maintenance shop to address issues as they occur. We will also address this in the FY-27 budget and will request at least five additional replacement medic units which could all be demos v. custom designed. Those units if available would give us a significantly shorter delivery time.

M-139 Accident: Our internal investigation in concert with BCoPD and CCSO is continuing. We are also working with our insurance carrier as the liability associated with this incident is significant. Neither of the personnel involved have as of yet returned to duty. They are still out with ongoing treatment of their injuries. As a result of this accident, we are working with Chief Zaney and the ECC to review all of our response profiles and transition many of our incident responses to “non-emergency” We are following the Montgomery County experience in this area since Dr. Stone is our EMD medical director and also Montgomery’s.

FY-27 Budget:

We are in the preliminary stages of the Fy 27 budget and placed our requests for four training/safety Lieutenants. These positions would be assigned to each of the 24/72 shifts and would focus on the training and compliance needs of each shift as well as the volunteers. They would have an immediate safety officer response profile and perform other duties such as accident/injury investigations, station and PPE inspections and provide driver training and OSHA compliance. We have also requested the remaining eight (8) floaters that were originally

budgeted. In addition, we are asking for a laborer position to assist the QM and a paramedic to begin a Mobile Integrative Health (Community paramedic program.) Any additional positions are to be determined.

So I had also asked the company chiefs for personnel requests based on their own staffing assessments. Accordingly, I have requested in the FY-27 budget, additional positions as follows:

Hampstead- 4 lieutenants

Westminster-4 FADOs (Tower 3)

Taneytown- 8 FF/EMTs for a second EMS unit

Pleasant Valley- 4 lieutenants

Union Bridge- 4 FADOs (Tanker)

Gamber- Day shift lieutenant

Winfield- 4 lieutenants

29 positions total + 14 positions (my requests) = 43 new career positions or \$4.5 million

In an effort to support these requests I will be meeting with the commissioners to consider the use of SAFER funding to achieve this additional staffing goal. I commend those companies who are forward thinking and recognize their staffing needs. I believe we need to be realistic in assessing what our next direction should be while also recognizing those companies who continue to do the best they can to achieve volunteer staffing. I believe these additions if approved will put our system in a safer and more efficient situation. There is still plenty of need and we all need to work together to achieve consistent staffing goals!

My other goal with the FY 27 budget is to request a countywide study by a consultant. That study would evaluate our current system and its capabilities to include both fire and EMS coverage, station locations, apparatus needs/type and staffing. We would use three criteria in the study and that would include ISO standards of coverage, NFPA -1201,1710 for coverage and CFAI (fire accreditation) standards of cover. I believe we all have our opinions but a third-party unbiased organization using national standards could provide a comprehensive overview of our strengths, weakness and recommendations for future Fire/EMS coverage and potential costs. This would also provide an analysis of apparatus and fleet needs both for procurement and maintenance as well as station locations and maintenance requirements to provide sustainability. We will see if we are able to have this included and will move forward from there.

PSTC improvements/ Phase II: We are also submitting in our budget at the request of the training committee a replacement container/module for our burn facilities which have become worn giving the age. This current configuration of a burn facility was intended to be temporary pending phase II of the PSTC. Currently we have a priority project into the state for \$1.3 million to provide a remediation project for the PFAS and water delivery to the PSTC site. The new water line construction has begun, and progress is being made.

The state legislative delegation met with the commissioners and administration to discuss the prioritization of that project which if approved would move our phase II of the PSTC forward. Currently you can see that our warehouse project is progressing and will hopefully be complete by early next year. This will move our quartermaster/supply operation entirely to this rehabbed space and will significantly increase our storage capacity. More to follow.

Cancer screening grant: I submitted last Friday, 11/14 through the state health department, a grant for \$85,500 for cancer screening for 228 uniformed career personnel. There is \$480,000 available for a one-time cancer screening. I was told by CCVESA that they were also submitting a separate grant to cover volunteer personnel. This would be done separately by a third-party cancer screening company.

Operations: Our new fireground (SOP Section 4) policies are in effect as a pilot and each station has received a training manual for this. We have standardized our running assignments, communications and incident organization. Over the last two weeks we have experienced 7 working fires, and the responses have been great and each fireground has been well organized with great accountability. Our career and volunteer command officers have really stepped up with staffing and command presence. We are making great progress overall! Our next area of concern involves communications and some realignment of our talk groups and policies.

Congratulations, to the training committee on the successful recruitment of the EST program which is moving forward with 15 students and delivering EMT for the fall semester. Chief Brothers will work closely with the group to assure support of the program along with MFRI resources. I recently had an opportunity to meet the group and spend some time with the students. They are an outstanding group and certainly our future and we should be doing all that we can to support their training and retention. I want to commend Susan Mott and Debbie Gartrell-Kemp for their ongoing recruitment efforts on behalf of the program.

Respectfully submitted,

Chief Michael W. Robinson

Michael W. Robinson MA, CFO, NRP

Director

MWR/mr

C: Presidents

CCVESA officers

Command Staff